



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN INTRA-ORGANIZATIONAL NETWORK
RESOURCES AND MENTORING TOWARDS CAREER SUCCESS**

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**THE RELATIONSHIP BETWEEN INTRA-ORGANIZATIONAL NETWORK
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‘AAINAA FATIMAH BT TAJIBAH

This project is submitted in partial fulfilment of the requirements for a
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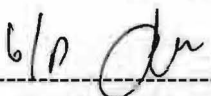
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Statement of Originality

The work described in this Final Year Project, entitled
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is to the best of the author’s knowledge that of the author except
where due reference is made.



(29th April 2011)

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ABSTRACT

THE RELATIONSHIP BETWEEN INTRA-ORGANIZATIONAL NETWORK RESOURCES AND MENTORING TO CAREER SUCCESS

‘Aainaa Fatimah Bt Tajibah

The purpose of this study is to identify the relationship between intra-organizational network resources and mentoring to career success. This study was conducted in a selected organization in Kuching, Sarawak. A survey methodology was used in collecting the data and 159 employees that have been chosen as respondents. Statistical analysis such as frequency, percentage, Pearson Correlation and Multiple Regression were used to analyze the data. The findings of this study revealed that there were significant relationship between intra-organizational network resources and mentoring towards career success. Multiple Linear Regression analysis also showed that an intra-organizational network resource is the most dominant factor that influences the career success. Based on the findings, it is recommended that the organization should put more emphasize on encouragement of networking within the organization in order to increase employee's career success at the work place.

ABSTRAK

HUBUNGAN ANTARA SUMBER RANGKAIAN DI DALAM ORGANISASI DAN PROGRAM MENTOR KEPADA KEJAYAAN KERJAYA

'Aainaa Fatimah Bt Tajibah'

Kajian ini bertujuan untuk mengenalpasti hubungan antara sumber rangkaian di dalam organisasi dan program mentor kepada kejayaan kerjaya. Kajian ini telah dijalankan di sebuah organisasi terpilih di Kuching. Kaedah soal selidik telah digunakan untuk mengumpul data kajian ini. Seramai 159 pekerja yang telah dipilih menjadi responden bagi sampel kajian ini. Analisa statistik seperti frekuensi, peratusan, ujian korelasi pearson dan analisis regresi linear digunakan untuk menganalisa data. Hasil dapatan kajian menunjukkan signifikan korelasi antara sumber rangkaian di dalam organisasi dan program mentor terhadap kejayaan kerjaya. Hasil analisa regrasi linear telah menunjukkan bahawa sumber rangkaian di dalam organisasi merupakan faktor yang paling dominan dalam mempengaruhi persepsi pekerja terhadap kejayaan kerjaya. Berdasarkan kepada dapatan, organisasi disarankan memberi lebih tumpuan kepada menggalakkan rangkaian di dalam organisasi bagi meningkatkan kejayaan kerjaya pekerja.

CHAPTER 1

INTRODUCTION

1.0 Introduction

The purpose of this research is to investigate the relationship between intra-organizational network resources and perceptions towards mentoring to career success. Throughout the years, employees with a mentor get more promotions, higher incomes and more work satisfaction compare with employees without mentor. Therefore, the benefits of having mentor obtain generous interest. Nevertheless, it is increasingly recognized that not only having a mentor, but especially a network of developmental relationships may be crucial to reaching career success (Bozionelos, 2007)

People need to rely on each other and sharing information in order to be more successful to improve and maintain the high-quality achievement of career success. So, people need to have network of relationships that provide information on what is happening in the organization, access to power structures, emotional support and

friendship (Bozionelos, 2007). A mentor is a guide who can assist the mentee to find the right track and who can help them to develop solutions to career issues. Mentoring also provides the mentee with an opportunity to think about career options and progress.

Meanwhile, career success is essential for every person to develop their own skills, knowledge and abilities. But, every people view the meaning of career success differently. In the context of career success under a career development, the meaning of success will always be associated with personal, professional and organizational objectives. Career success is a desired outcome for most individuals. The primary purpose of this research is to find out the connection between intra-organizational network resources and mentoring towards career success of an employee.

1.1 Background of the Study

This research is to investigate a correlation between intra organizational network resources and mentoring to career success among employees in the banking sector. The main focus of this research is to identify the connection among employees in the organization and mentoring system which will lead to career success, and in what way it can influence and develop career success among employees in an organization.

Furthermore, according to (Bozionelos, 2007), in working organization that include individual totality of interpersonal connection which is one's network resources, it may have a power in any direction exclude traditional mentoring relationships that the individual may have. Thus, an excellent mentoring relationship can offer career-enhancing activities within an employment setting while starting a proper role for the individual within an organization (Kram, 1985; Kram & Isabella, 1985). Most of research on mentoring has been based on mentor-mentee relationship. In this research, the researcher examined informal mentoring relationship. However, studies found that informal mentoring relationship with frequent contact can be better

than formal relationship (Ensher et al, 2003). Mentor and mentee also must create a high level of trust and involvement. So, mentor and the mentee will get benefit from this career-enhancing involvement.

Intra-organizational network resources also with traditional mentoring relationships compose an individual's social resources. It refers to the structure and quality of all interpersonal connection of an individual within certain context. Social capital is a concept that is receiving increasing attention in the literature because it can improve our ability to explain certain processes and outcomes, such as career progression. For instance, mentors and intra-organizational network resources can assist career progression by providing access to power and influence bases, information, encouragement and emotional support (Adler and Kwon, 2002)

In this research, intrinsic career success will be examined to measure the relationship between intra organizational network resources and mentoring to career success. According to Gattiker and Larwood (1986), intrinsic career success refers to assessment of careers by individuals themselves applying subjective criteria of success or failure. Objective career success refers to the external categories in a profession as defined by society, one's peers or culture, and illustrates the typical steps toward success. On the other hand, subjective career success is an individual's perceptions of career experience influenced by a person's own preferences for development, needs and values.

1.2 Statement of Problem

Past studies state that, mentoring has only been the focus of extensive attention in the empirical literature by past researchers. According to Bozionelos (2007), the evidence of this research is only recent quantitative review research has been developed and focused on summarizing existing empirical findings on the relationship of mentoring and career success. However, only lately has empirical

research started scientifically to investigate the relationship of intra-organizational network resources with individual level outcomes such as career success. So, not much research has been done in intra-organizational network resources that may cause career success if compared with mentoring.

A recent study by Bozionelos (2003a), focused on careers within single organizational environments, British public sector white-collar workers, in investigating the relationship of individuals intra-organizational network resources which is network resources within the particular organization that the individual is employed with career success. In other words, this research must also emphasize several organizational environments to see the difference between the results.

1.3 Objective of the Study

1.3.1 General Objective

In general, the objective of this research is to examine the relationship of intra-organizational network resources and mentoring to career success in a banking sector based on two main variables that is intra-organizational network resources and mentoring. These two variables are assumed has the relationship with the career success.

1.3.2 Specific Objectives

In specific, the study aims to address and identify the following research objective:

1. To investigate the level of career success as perceived by the individuals in the organization.

2. To investigate whether there is any relationship between intra-organizational network resources and career success among staff in banking sector.
3. To investigate whether there is any relationship between mentoring and career success among staff in banking sector.
4. To investigate the dominant factor influencing career success.

1.4 Research Questions

This research aimed to determine the correlation of intra-organizational network resources and mentoring to career success. Based on the research objectives, the following research questions are formulated.

Research Question 1:

Is there any level of career success as perceived by the individuals in the banking sector?

Research Question 2:

Is there any relationship between intra organizational network resources and career success among staff in banking sector?

Research Question 3:

Is there any relationship between mentoring with career success?

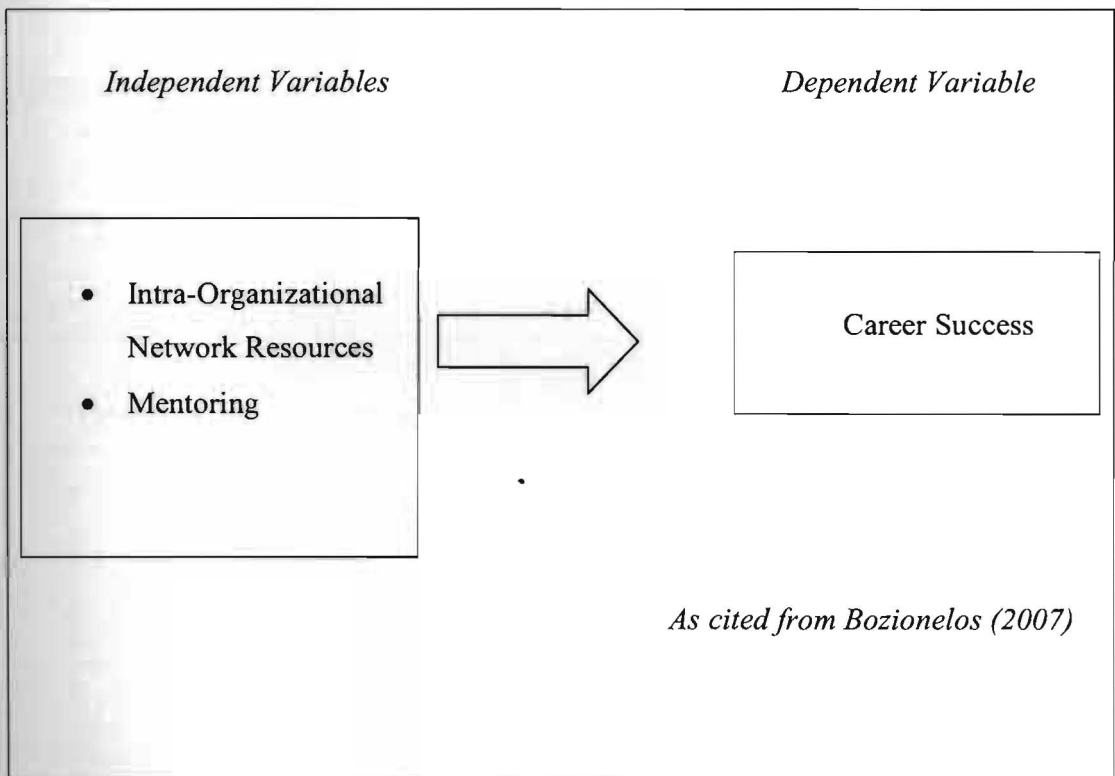
Research Question 4:

Is there any level of career success?

1.5 Conceptual Framework

Figure 1.1

Proposed research framework



The conceptual framework of the study is shown in Figure 1.1 Nikos Bozionelos, (2007). Conceptualization of the relationships between these variables has been partially adapted. The framework shows that the intra-organizational network resources and mentoring have predicted potential on career success.

1.6 Research Hypotheses

The conceptual framework gave the guide to the researcher to create the hypothesis of the study. Besides that, it also guided the researcher to examine the hypothesis. Therefore, the research hypotheses for this study is:

- H₁1: Intra-Organizational network resources will be positively related to career success
- H₁2: Mentoring will be positively related to career success

H₁1: Intra-organizational network resources will be positively related to career success

After controlling for the contributions of demographic, human capital and mentoring received, it found that intra-organizational network resources were related with career success and it employed a sample of British public sector white-collar workers (Bozionelos, 2003a).

H₁2: Mentoring will be positively related to career success

Existing theory predicts mentoring to be associated with positive employee outcomes (Kram and Higgins, 2001). For instance, mentee specify to be more satisfied with their jobs and show more commitment. Moreover, mentee do not only report more perceived career success, but actually receive more promotions and make more money.

1.7 Definition of Terms

This research was used some of the important terms that include intra-organizational network resources, mentoring and career success. The definition is divided into conceptual and operational.

1.7.1 Intra-organizational network resources

Conceptual:

Intra-organizational network resources refer the totality of the individual's interpersonal ties or network, excluding the primary mentoring relationship. This includes the individual developmental network, which consists of all relationship ties that provide career and psychological support and the part of the individual's network that includes those relationship ties that assist career progression without the individual's full knowledge or awareness (Kram and Higgins, 2001)

Operational:

Intra-organizational network resource is the employee opportunities relationship to develop their career within the organization through organizational support.

1.7.2 Mentoring

Conceptual:

Mentoring refer an exclusive rigorous relationship between the individual and a more powerful and experienced organizational member such as mentor (Kram, 1985).

Mentoring is the guidance process of mentor whom influential individual with advanced experience and knowledge providing support and mobility to their protégé's careers (Kram, 1985)

Operational:

Mentoring is a process to encourage people to manage their own learning and can develop skills to improve performance.

1.7.3 Career Success

Conceptual:

Career success is the concept that is mostly associated with career (Gattiker & Larwood, 1986) and refers to extrinsic and intrinsic accomplishments of individuals in their work lives. From an extrinsic perspective, career success is evaluated with the use of external or objective reference points or norms. Meanwhile, from an intrinsic perspective, career success is evaluated by individuals themselves utilizing personal subjective criteria to judge up-to-date career accomplishments and prospects for future accomplishments.

Operational:

Career success is the achievement of employees in an organization. It is associated with network resources within the organization and mentoring that the employees received.